

# Chapter Review

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## Managing Change: Key Concepts

### Objectives...

- 1 describe the main theoretical foundations of change management
- 2 explain the planned and the emergent approach to change
- 3 discuss the common change management models
- 4 Understand resistance to change

### Key Terms

<b>Change model</b>	an abstract representation describing the content or process of changes
<b>Continuous Change</b>	organizational changes that tend to be ongoing, evolving, and cumulative
<b>Episodic Change</b>	organizational changes that tend to be infrequent, discontinuous, and intentional
<b>Force-field analysis</b>	a process of identifying and analysing the driving and restraining forces associated with a change
<b>Organizational change</b>	the alteration of organizational components (such as the mission, strategy, goals, structure, processes, systems, technology and people) to improve the effectiveness or efficiency of the organization
<b>Readiness for change</b>	a predisposition to welcome and embrace change.
<b>Resistance to change</b>	the desire not to pursue change

27. Organizational change concerns the alteration of organizational components (such as the mission, strategy, goals, structure, processes, systems, technology and people) to improve the effectiveness or efficiency of the organization. Change may take place in any part and at any level of the organization. When we think of organisational change, we may think of significant changes aimed at making the organisation more effective or smaller (efficiency based) changes such as departmental reorganisations, the implementation of new technologies and systems. The primary needs for change derive from the need for alignment between the organizations' internal and external environments. Diagnosis (Through models such as the McKinsey 7-S model, the Nadler and Tushman congruence framework and the Burke-Litwin model) is used to motivate and determine what to change. Having established the need for change, change initiators then consider whether the organisation is in fact ready for change. Lewin concluded that the change process needs to follow a three-step procedure: unfreezing, moving and refreezing. Many change agents use force-field analysis as an analytical tool to understand the dynamics of change.